

## **CHAPTER 1**

# **NBC DEFENSE MANAGEMENT**

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## **1.1 MANAGEMENT IMPLEMENTATION EFFORTS**

During FY96, the Department of Defense (DoD) completed the process to consolidate, coordinate, and integrate the chemical and biological (CB) defense requirements of all Services into a single DoD CB Defense Program. Additionally, DoD completed the final steps to ensure close and continuous coordination between the Chemical Biological Warfare Defense program and the Medical Chemical Biological Defense program.

### **1.1.1 Management Reviews**

DoD has continued to use the Defense Acquisition Board (DAB) process to conduct oversight of the consolidated CB defense program. Integrated product team working groups and overarching integrated product team meetings are conducted throughout the process to review progress concerning current actions, discuss new management issues, and develop recommendations for DAB decision.

As part of the Program Objectives Memorandum (POM) development process, the OSD Director for Program Analysis and Evaluation conducted a major front end assessment of DoD counterproliferation programs, including CB defense. The Defense Resources Board (DRB) reviewed and approved the results of the assessments. A Program Decision Memorandum incorporated the DRB decisions into the development of the FY98 budget request.

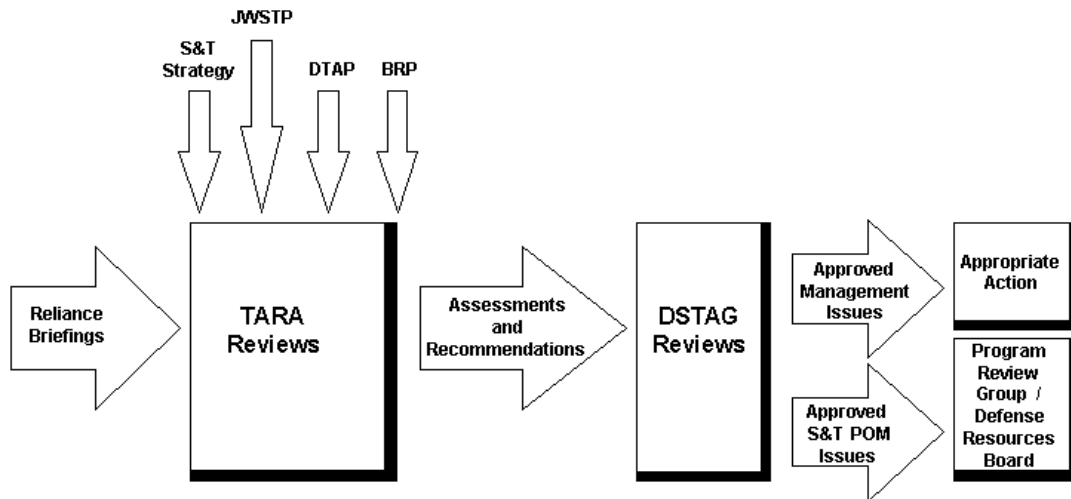
### **1.1.2 Technology Base Review and Assessment**

The Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs, ATSD(NCB), in coordination with the Director, Defense Research & Engineering (DDR&E), provides technical oversight of all Service and Defense Agency science and technology base (S&T) programs and reviews these programs at least annually. An independent technology area review and assessment (TARA) of the DoD CB Defense S&T program was conducted in FY96.

By March of each year, DoD prepares three key documents detailing S&T efforts—the Joint Warfighting S&T Plan (JWSTP), the Defense Technology Area Plan (DTAP), and the Basic Research Plan (BRP). Along with Reliance Briefings<sup>1</sup>, these plans provide critical input for the CB Defense TARA. These plans are published in time to be cited in the Defense Planning Guidance to guide Defense Agency and Service preparation of their S&T budgets and programming efforts. Copies of these plans are to be submitted to Congress separately beginning in FY97 in accordance with public law. Figure 1-1 illustrates the process by which plans and assessments provide the basis for budget requests and effective program execution.

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<sup>1</sup> Defense Reliance, through its Executive Committee (EXCOM), oversees the work of ten Defense Technology Area Panels. Each panel is responsible for a specific technology area. The Technology Area Panel membership consists of Service and appropriate Defense agency technical specialists and is chaired by a senior Service S&T manager.



**Figure 1-1. Technology Area Review and Assessment (TARA) Process in Context**

These plans ensure that the near-, mid-, and far-term needs of the joint warfighter are properly balanced and supported in the S&T planning, programming, budgeting, and assessment activities. Advanced concepts and technology identified as enhancing high priority joint warfighting capabilities, along with prerequisite research, receive funding priority in the President’s Budget and accompanying Future Years Defense Plan (FYDP). These plans are made available to the United States Government, Defense contractors, and our allies with the goal of better focusing our collective efforts on superior joint warfare capabilities and improving interoperability between the United States and our allies.

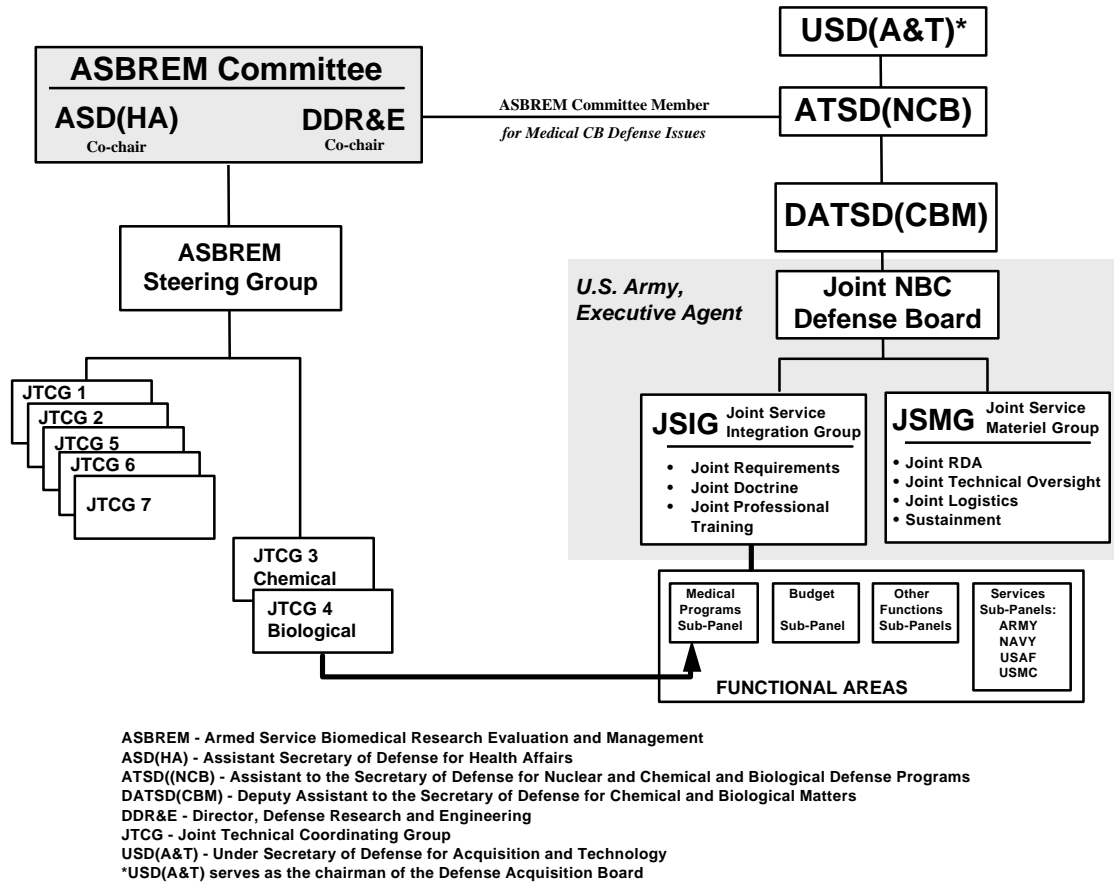
Following the TARA, the DoD co-chair of the TARA briefs the findings and recommendations to the Defense S&T Advisory Group (DSTAG). Included in this brief are the co-chair’s program recommendations for termination, adjustment and enhancement to better align the S&T program to comply with guidance. Following the DSTAG briefings, issues are briefed to the Program Review Group and Program Decision Memoranda are issued as needed.

### **1.1.3 Coordination and Integration of the Program**

Through the Joint Service Agreement on NBC Defense, the Military Services have established a viable structure which ensures that Service operational needs are integrated and coordinated from their inception and that duplication of effort is eliminated from NBC defense research, development, and acquisition. The series of reviews conducted by the Joint Service Integration Group and the Joint Service Materiel Group, both separately and together, have proved to form the appropriate organizational method to accomplish the coordinating and integrating function.

## 1.2 ORGANIZATIONAL RELATIONSHIPS

The overall CB defense program management structure, portrayed in Figure 1-2, helps facilitate coordination and integration of the program. This management and oversight structure was developed late in 1996 to provide integration of medical and non-medical CB defense efforts at the Service level. Integration of CB defense efforts will continue in 1997.



**Figure 1-2. Chemical and Biological Defense Program Management Structure**

The OSD single office responsible for oversight of the DoD CB Defense program is ATSD(NCB). ATSD(NCB) promulgated the DoD CB Defense Program Management Plan which specifies the relationships and responsibilities among the coordinating agencies.

ATSD(NCB) provides the fiscal and programming guidance to the Joint NBC Defense Board to develop the POM. The Joint NBC Defense Board issues POM Preparation Instructions to the subordinate groups which review the validated requirements and build the POM strategy recommendations. The CB Defense Program is divided into the following commodity areas: contamination avoidance, individual protection, collective protection, decontamination, medical chemical defense, and medical biological defense. These commodity areas correspond to the projects under the budget program elements. There is also a program budget element to support program management and oversight in accordance with the Joint

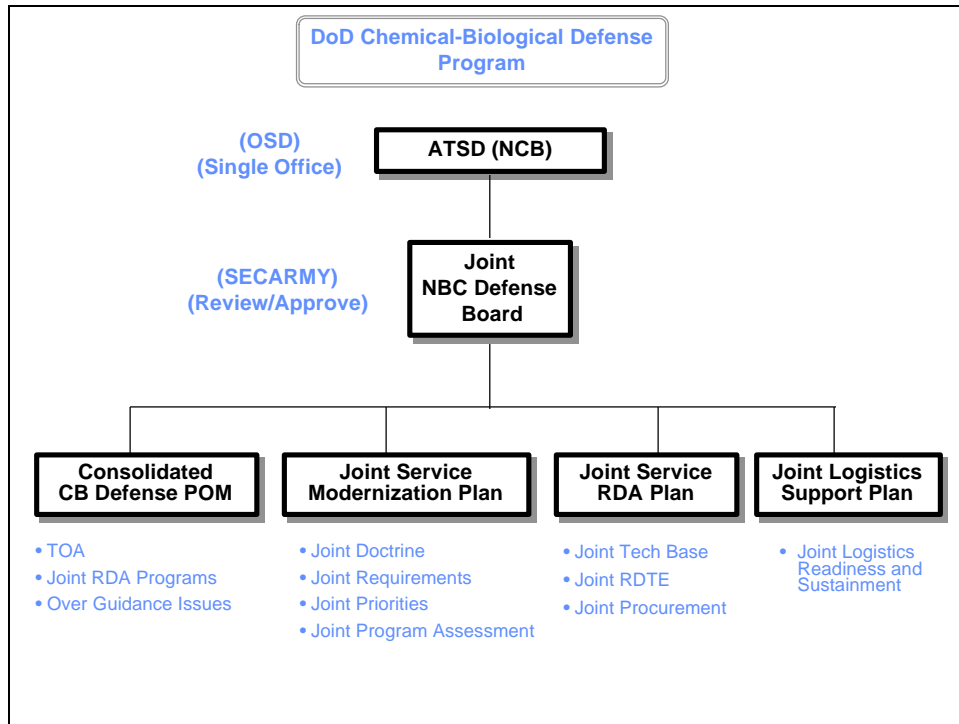
Service Agreement and in compliance with 50 USC 1522. The JSMG and the Armed Services Biomedical Research Evaluation and Management (ASBREM) steering group each ensure that the program risk is mitigated across commodity areas, and the ongoing efforts are complementary but not duplicative.

Over the past year, a Medical Program Sub-Panel (MPSP) was created as part of the JSIG (as indicated in Figure 1-2). The MPSP will be headed by the AMEDDC&S, in accordance with current practices. However, it will be the responsibility of the Army, as the Executive Agent for the Joint NBC Defense Board, in consultation with the JSIG staff, AMEDDC&S, and other interested organizations, to determine and implement optimal arrangements for executing integration of MPSP into the JSIG. The purpose of this panel is to identify medical program needs and requirements as developed by the AMEDDC&S, CINCs, Services, Joint Staff, the ASBREM Committee, and other users. The MPSP will have the primary responsibility for prioritizing medical CB defense requirements. The users as well as Joint Technology Coordinating Group (JTCG) 3 (MCDRP) and JTCG 4 (MBDRP) will provide input of medical requirements (separate from non-medical requirements) to the MPSP. The MPSP will coordinate, integrate, and prioritize all of the user requirements input. It will provide the consolidated, integrated, and prioritized list of medical CB defense requirements to the JSIG. The JSIG will submit the medical requirements list along with the non-medical requirements list to the JNBCDB. The JSIG may provide comments but will make no changes to the list when submitting the medical requirements to the JNBCDB. The JNBCDB and DATSD(CBM) may make changes to the medical or the non-medical requirements and priorities list.

The Deputy Assistant to the Secretary of Defense for Chemical and Biological Matters, DATSD(CBM), is a deputy to ATSD(NCB) and is responsible for the overall coordination and integration of all CB defense research, development, and acquisition (RDA) efforts. DATSD(CBM) provides the overall guidance for planning, programming, budgeting, and executing the CB defense program. He also retains approval authority for all planning, programming, and budgeting documents. He is responsible for ensuring coordination between the medical programs and the non-medical CB defense efforts.

The Secretary of the Army is the Executive Agent responsible for coordination, integration, execution and administrative support for all Services' CB defense requirements and programs. The Secretary has delegated this responsibility to the Assistant Secretary of the Army for Research, Development and Acquisition, ASA(RDA), who also co-chairs the Joint NBC Defense Board. The military departments' acquisition organizations execute the individual CB defense programs according to Service and DoD directives.

The CB Defense Program is developed by the Services using the structure shown in Figure 1-3.

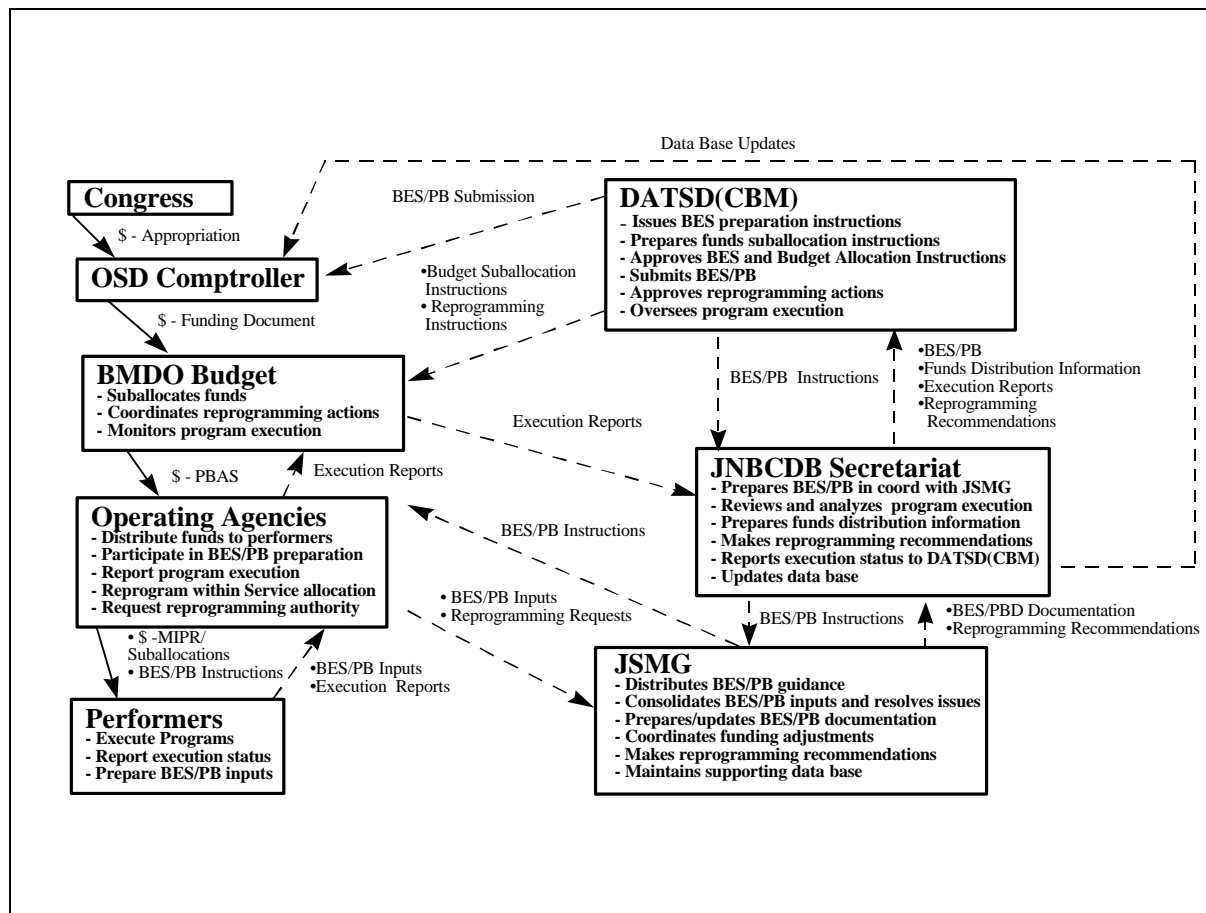


**Figure 1-3. Chemical and Biological Defense Program Development**

Each document is the product of a coordinated and integrated effort and includes all Services, medical, and Joint staff input and results in a comprehensive reflection of the overall DoD CB Defense Program.

### 1.3 FUNDS MANAGEMENT

Figure 1-4 describes the funds management process for the CB defense program and the coordination between funding and executing organizations. The key organizations in this process are: DATSD(CBM) as the OSD focal point; the JNBCDB Secretariat representing the Executive Agent; the Ballistic Missile Defense Office (BMDO) as the funds manager; the JSMG as coordinator and interface between the participating organizations; and the operating agencies and performers which execute the programs. For budget distribution, the JNBCDB Secretariat provides funds distribution information to DATSD(CBM) based on the appropriated budget. The DATSD(CBM) prepares funds suballocation instructions and submits them to the BMDO to distribute the funds to the operating agencies.



**Figure 1-4. Chemical and Biological Defense Funds Management Process**

The lead components or operating agencies provide notification of all funding adjustments to the JSMG Executive Office. The JSMG Executive Office, in turn notifies the other components/agencies and the JNBCDB Secretariat (to update the database). For minor adjustments other than reprogramming actions, this is the only necessary action. Lead components have authority to reprogram funds within projects for which they are responsible, but all other reprogramming actions require prior DATSD(CBM) approval. The JSMG Executive Office forwards to the JNBCDB Secretariat the reprogramming requests with recommendations and any concerns raised by the other components and operating agencies. The JNBCDB Secretariat reviews the reprogramming actions and forwards them with recommendations to DATSD(CBM). Once approved, DATSD(CBM) authorizes BMDO to execute the reprogramming. During the execution year for medical programs, the Headquarters, U.S. Army Medical Research and Materiel Command (USAMRMC) staffs all actions resulting from the requirement to reallocate funds between the Services.

BMDO and DATSD(CBM), in coordination with the JNBCDB Secretariat, issue execution and program status reporting instructions. The lead components report execution status to BMDO on a monthly basis. BMDO forwards all reports to the JNBCDB Secretariat for analysis. The JNBCDB Secretariat reports execution status to DATSD(CBM) on a



quarterly basis. It is the JNBCDB Secretariat's responsibility to notify the DATSD(CBM) when programs deviate from or are in danger of not meeting obligation and execution goals.

BMDO serves as the funds manager for the CB Defense program. They issue funding documents, per DATSD(CBM) direction, and perform all required accounting functions, with the assistance of the Army staff which represents the Executive Agent. The JNBCDB Secretariat updates the OSD comptroller databases as necessary after the POM, Budget Estimate Submission (BES), and President's Budget (PB). DATSD(CBM) ensures that the JNBCDB Secretariat is kept informed of all OSD comptroller guidance, directives, and schedules.

## **1.4 NBC DEFENSE PROGRAM MANAGEMENT ASSESSMENT**

➤ Oversight and management of the DoD NBC defense program continue to improve. It is imperative that the management system produces joint NBC defense requirements and NBC defense equipment that can be used by all forces. Public Law 103-160 (50 USC 1522) has provided a key tool for ensuring a jointly focused NBC defense program. The continued support of Congress and implementation of current plans will continue to improve jointness and readiness.

### **1.4.1 Accomplishments**

DoD has completed implementation of 50 USC 1522:

- An organizational structure ensuring close and continuous coordination of CB warfare defense and CB medical defense programs.
- The DoD CB Defense Program is fully integrated and coordinated and is based on validated Service requirements generated in response to defined threats.
- Responsibility for the CB Defense Program is vested in a single office in OSD and oversight is conducted using the DAB process.
- DoD has responded to all recommendations provided in the General Accounting Office (GAO) report NSIAD-96-103. DoD-planned actions in response to the GAO report were provided to the GAO in a letter from the ATSD(NCB), dated 11 October 1996, Subject: Follow-up on GAO Report NSIAD-96-103 (OSD Case 1099), “Chemical and Biological Defense: Emphasis Remains Insufficient to Resolve Continuing Problems” March 29, 1996.
- A key DoD action in response to the GAO report was the development of an immunization program for biological warfare defense. As executive agent, the Army, developed alternative vaccine immunization plans. The alternative plans were coordinated with the Joint Staff and the Services for a decision by the Deputy Secretary of Defense. The Defense Resources Board reviewed the immunization plan in December 1996.

### **1.4.2 Continuing Process Improvements**

Improvements to the Joint Requirements Document process need to be made in order to shorten the processing time and establish joint standards for other than Major Defense Acquisition Programs. The JSIG has requested that the JCS J-8 include process improvements in the next update to CJCS Memorandum of Policy (MOP 77), Requirements Generation System.

Standardization of a DoD wide equipment funding and acquisition policy is another process improvement being investigated to improve efficiency and economy.